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*DSxT-4855-68*

OEL 990-68

20 DEC 1968

MEMORANDUM FOR: Deputy Director for Science and Technology  
SUBJECT: Office of ELINT Management Conference

1. On behalf of all those at the Office of ELINT (OEL) Management Conference, held [ ] on 25 - 26 November, I would like to thank you for your significant participation. Your review of pressing issues and your frank answers to questions provided a most helpful basis for our discussions and guidance that we can apply both to the present and the future.

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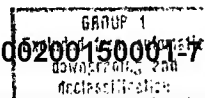
2. Your comments on the following topics were particularly appreciated:

- a. The impact of a new administration on our activities.
- b. The future of CIA aircraft reconnaissance.
- c. The DCI's personnel ceiling policy.
- d. The role of NIPE, NSA, BOB and the DOD.
- e. The world situation - threats and trends.
- f. The need to develop new, effective operations within present resources.

3. Following your departure, I described the conference as a creative planning session with open discussion of all problems and recommendations. Our agenda identified three major areas for conference consideration:

- a. Results of contractor studies on specific subjects.
- b. Establishment of OEL Objectives.
- c. Review of selected problems and their solutions.

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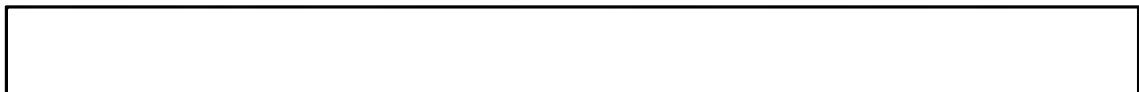
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In my opinion the conference technique used proved quite successful. An area for study was presented to the entire conference first, small groups were then formed and assigned topics to review, and, finally, these groups reported back to the reconvened conference. The motivation behind and the interest in these discussions were evident: they continued until 10:30 p.m. the first night and throughout the next day. Detailed minutes of the conference will be used in following up agreed upon actions.

4. In addition to many general conclusions which the conference fostered, the following specific actions were taken or initiated:



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b. Agreement on OEL Objectives. (Attachment A)

c. Review of the overall allocation of manpower within OEL to make greater use of individual talents required for accomplishing priority tasks.\*

d. Establishment of an OEL personnel rotation/career plan.

e. Establishment of an OEL Studies Coordination Group to meet regularly and review all contractor and in-house study efforts to redirect and recommend implementation.

f. Establishment of an OEL priority list of unfunded R&D projects.

g. Recommend reactivation of the DD/S&T Advisory Group to review new requirements for new projects.

h. Recommend a DD/S&T management conference



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\* Included specifically are ways of using contract team to improve contract monitoring.

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i. Study means of reducing paper work to DD/S&T and within OEL.

j. Study means to eliminate duplication in contract information computer inputs (CIS and Logistics).

5. I will be happy to discuss further with you any topics in which you may have specific interest.



GEORGE C. MILLER  
Director of ELINT  
DD/S&T

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Attachment:  
OEL Objectives

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Office of ELINT Objectives

General

Collection of Intelligence

To collect ELINT [REDACTED]

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[REDACTED]  
[REDACTED] in response to priority national  
requirements on Soviet and Communist  
China [REDACTED]

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Processing and Analysis

- . To maintain OEL's primary interest and capability in the analysis of new and/or unusual ELINT signals.
- . To develop a capability to analyze/process in real time (or faster) ELINT data [REDACTED]  
[REDACTED]
- . To complete and maintain a processing and capabilities data base.

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Research and Development

- . To conduct research, develop and test ELINT systems and components for the collection and analysis of electronic emissions associated with advanced techniques, activities and weapons systems.
- . To maintain effective ECM protection for the national programs.

Management Support

- . To improve the utilization of men, money, and materials to fulfill established objectives within presently allocated resources.

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Management Support

- . To establish and maintain a list of projected personnel reassignments for the near(2-year) and long term(5-year) future.
- . To identify key jobs, qualifications therefore and a list of candidates.
- . To establish an effective contract management system for all OEL contracts.
- . To improve the capabilities of personnel through an active training program.
- . To capitalize on the potential usefulness of ADP terminals in solving OEL problems.
- . To apply systems thinking throughout OEL.
- . To achieve better internal communications concerning collection, analysis, R&D and management problems.
- . To use effectively all contractor furnished resources and facilities.
- . To maintain a list of documented requirements, in priority order, for unfunded projects.
- . To develop and maintain a mechanism for the specification, testing and assessment of R&D programs and equipments.

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